Influence of Employee Retention Practices on Employee Performance in Disciplined Services: Case of the Administration Police Service Nyandarua County, Kenya

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ABSTRACT

This study sought to establish whether there was any significant influence on employee performance owing to the existing employee retention practices put in place in the Administration Police Service within Nyandarua County. This study’s objectives were; to find out the effect of training and development on employee performance in Administration Police Service Nyandarua County, to establish the effect of compensation on employee performance in Administration Police Service, Nyandarua County and to establish the effect of work environment on employee performance in Administration Police Service Nyandarua County. The study was guided by the two factor theory of motivation and the Job embeddedness theory. The target population comprised 673 Administration Police Officers from the seven sub counties within Nyandarua County namely, Nyandarua North, Nyandarua West, Mirangine, Nyandarua central, Kipipiri, Nyandarua South and Kinangop Sub Counties. The study sample comprised 67 respondents who were selected from the seven Sub Counties using stratified random sampling technique. Data collection was done through issuing of questionnaires to the respondents who were selected by the researcher. Collected data was coded and analyzed through descriptive and inferential statistics with the help of the SPSS Version 21 and presentation of findings was through tables. The study found that at 95% confidence interval, training and development practices had a positive and significant relationship with performance in the Administration Police Officers of Nyandarua County at 0.317 and \( P = 0.017 < 0.05 \). Further findings indicated that work environment and compensation had a positive and significant relationship with performance at 0.341 and \( P = 0.008 < 0.05 \) and 0.321 and \( P = 0.016 < 0.05 \) respectively. The study recommends that the Administratice Police Service, Nyandarua County pays a lot of attention in adopting and implementing various aspects of employee retention practices to ensure that performance is improved. The research also recommends that similar study be conducted in other counties in Kenya for comparative purposes.

Keywords: Employee Retention Practices, Employee Performance, Disciplined Services, Administration Police Service

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INTRODUCTION

A great challenge faced today by security based organizations is maintaining the police workforce level (McKnight, Philips & Hardgrave 2009). Due to advancements in technology, increased awareness and globalization, law enforcers worldwide must address a growing scope of crime. Police roles have gone beyond benign law maintenance duties but have expanded to militaristic duties including information sharing, immigration enforcement and counterterrorism. At the same time the police organization has to strive towards effective service delivery, in the face of increasing scope of police work and diminishing resources. The policing career has also become knowledge based, due to the adoption of a community based approach, and therefore human capital has become a resourceful asset which is indispensable to the success of a police organization. Organizations are increasingly competing to acquire and retain the best talented employees, (Fox et al., 2009); the police organizations being of no exception; and police human resource departments need to successfully motivate and retain its employees, especially its highly talented employees. Whereas in the past, police organizations did not put emphasis on the importance of human resource, recently, increased significance has been attached to human resource management practices. These practices have been associated with enhanced service delivery, productivity and overall organizational survival (Fox, et al., 2009).

Police officers are increasingly exiting the service prematurely and in magnitudes thus adding to uncertainty over the bearing of the police profession (Jordan et al., 2009). Low level of organizational and career commitment of police officers is becoming a great concern; since low commitment has been seen to be a precursor of the decision to voluntarily leave an organization. Therefore, to achieve high performance amongst police officers, police organizations must ensure that they put in place mechanisms that will retain its employees. It is important for law enforcement organizations to create and adopt employee retention practices in order to increase employees’ performance (Gayathri et al., (2012). According to Rawat, (2013) a high turnover rate attributed to poor working conditions, low salary package, limited career advancement opportunities and job dissatisfaction exposes an organization to many problems. A high loss of staff leads to low morale and low employee performance which in turn leads to low organizational performance. It is therefore imperative that organizations formulate and implement employee retention practices and policies; to ensure that employees stay with the organization for a longer duration, which impacts positively on performance. Selection, recruitment, placement, development, retention and succession are important to consider while managing employees effectively since competitive advantage can best be created by value adding people in the organization (Mellahi and Collings, 2010). In policing, employee performance aims to improve and support security and offer better service delivery in an efficient and effective way. Organizational success is largely tied to employee performance. Armstrong and Baron (2005) made the assumption that if employee performance is improved organizational performance will also increase as a direct result. Thus according to them, human resource is an organization’s best asset. Most law enforcement agencies report difficulties in recruiting and retaining quality officers. Job satisfaction is an important element in retaining police officers. Factors that contribute to a police officer’s job satisfaction include; fair promotional procedures,
competitive retirement benefits and pay, availability of serviceable resources and job equipment and a favorable work environment.

The Administration Police Service (APS) is a paramilitary security unit belonging to the Government of Kenya. It is part of the larger NPS together with the Kenya Police Service. Article 243-2(b) of the Constitution of Kenya (2010) establishes the National Police Service. It operates in accordance to the National Police Service Act (2011) and a host of many other Laws and Acts. The AP is a leading security provider in Kenya and is mandated to tackle any eventuality regarding law breaking or emergency, anti-riots, anti-stock theft, border security and other violations of the law (National Police Service Act (2011). Due to the mandate and obligations of the Administration Police Service, adequate human resource is required for maximum productivity. In the past, police organizations in Kenya did not put emphasis on the importance of human resource. The Administration Police was formed in 1958 when it took over from the tribal police, which had been established through an ordinance in 1929. The APS operated under the Administration Police Act Cap 85. Police officers worked under Administrators and they were often misused by both the Administrators and powerful citizens, often being used to carry out private work for these individuals. Their working conditions were terrible. Concerns arose over misuse of police as well as growing discontent of the public towards the police. Following the Ransley Report of 2009, the Kenya Government embarked on the path of police reforms. The taskforce made comprehensive recommendations for restructuring the police.

Consequently, there was established the NPS Act (2011), IPOA Act, establishment of the Internal affairs Unit amongst many other Acts and bodies that governed Police work practices and conduct. To improve the terms of service, guide officers to work professionally and to improve work performance was the aim of putting these laws in place. Since 2011, the National Police Service Commission has been responsible for developing Police human resource policies, which the NPS then puts into practice to improve performance through police retention. The creation of the commission represents a major change in the management of police human resources for police retention, maximum productivity and high performance. Labor turnover rates are on the increase in the Administration Police Service, a trend that the organization cannot afford due to the sensitive role it plays in providing security. Employee retention is when an organization has the capability to keep its best talented employees for a long period, thus maintaining lower turnover. Retention is achieved through putting in place various employee retention programs; which involve creating schemes which will embed employees to the organization to ensure that they do not leave. According to Sohailet, (2011) in order for an organization to maintain performance and a competitive advantage, employee retention is a key contributing factor. Therefore, a core function of the Human Resource Management is formulating and implementing retention practices. But before this happens, employees’ expectations have to be understood by the Human Resource Management since failure to understand employees’ expectations results to unsatisfactory practices which resultantly spoils retention intentions.

A plan or policies practiced by an organization to retain employees throughout their work life is what is known as employee retention practice, therefore retention implies a long term relationship between the organization and the employee. No single framework to guide employee retention research and practice has so far been formulated; even with its benefits of
being effective and efficient in the organization being evidently clear (Cardy&Lengnick-Hall 2011). Implementing employee retention practices effectively improves employee commitment and loyalty thus reducing labor turnover. An in depth understanding of the reasons employees are exiting or want to exit the organization enables the effective formulation and adoption of retention practices that help to reduce turnover (James & Mathew, 2012). In a police department, the most fundamental practice in human resource is recruiting enough number of qualified applicants that satisfies the staffing needs. When recruitment is done successfully, it then impacts every other function in the department. Today, it is difficult to attract and retain a good number of qualified individuals who fit within a law enforcement agency. Different economic conditions affect retention, in prosperous times, police officers may leave their policing careers to other better paying jobs that are easier to execute and less risky, but when the economy declines, officers will not leave due to better job security. Generational preferences also affect retention, with the younger generation of officers having lower organizational commitment, with many of them frequently changing careers more than the older officers in an effort to find the jobs that they prefer best (Wheeler 2008; Twenge and Campbell, 2008). When after a short term, these officers whom the organization has invested a lot of time and resources to train leave; it creates difficulties for police departments.

According to (Orrick, 2008), recruiting an officer is far more time consuming and costly that retaining one. Therefore, if an organization improves retention, this can reduce the need to recruit in a bid to replace those who have left the organization voluntarily. Recruitment must thus be viewed comprehensively by police agencies. This can be achieved through conducting a staffing analysis and reviewing average organizational turnover rates should be done before recruitment is conducted. This is meant to find out the department’s needs and the number of officers required. After doing this, the organization’s core values and unique aspects should be clarified for it to find and recruit officers who are compatible with it. Recruitment should use different recruitment stages to meet the goal of selecting employees who are best suited for the organization. Existing employees are taught new abilities and skills through training and development. This ensures that they continue to be useful to the organization and its dynamic needs. Employee growth and development is enhanced through providing them with enough and relevant training opportunities, this therefore should be viewed as a useful and essential investment (Kraimer, Seibert, Wayne, Liden& Bravo 2011). By doing this, the organization increases the employees’ sense of involvement in the organization as it acts as the organization’s fulfillment of the informal contract between itself and employees (Bergiel, Nguyen, Clenney & Taylor 2009). Employees tend to get demoralized and leave organizations to work elsewhere if no career growth opportunities are offered to them.

Compensation or paying employees’ wages; acts as a motivator for employees to remain in an organization, especially if the compensation properly matches their job. Compensation takes the form of pay, incentives and rewards; both monetary and non-monetary, and serves to increase employees’ attachment to the organization. Research results by (Bergiel, Nguyen, Clenney & Taylor 2009) showed the existence of a significant, positive relationship between job embeddedness and compensation. Significantly high operating margins are realized by organizations with high levels of employee commitment than those with low organizational commitment. Competitive advantage and organizational survival are ultimately severely and negatively impacted by the loss of personnel with highly specialized skills. This is due to the fact
that it is costly to replace and train new employees (Orrick, 2008). Therefore, by retaining employees, the organization avoids a big deal of inconvenience including training and replacement costs amongst others. It is important for organizations to know how to effectively retain employees since an excess departure of workers points to a basic problem with the organization itself. The style of leadership can also positively affect job satisfaction and organizational commitment. Work performance and organizational commitment can also be positively affected by work satisfaction (Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009). Frustration and constant friction with their team members and superiors leads many employees to leave an organization. According to (Bergiel, 2009), support from the supervisors in the form of feedback to employees and recognition positively impacts the retention of valuable employees. Strategies designed around skills that enhance organizational performance should be developed by police organizations. Efforts to attract develop and maintain a productive workforce should be made in order to translate the organization into high performance through reduced crime rates.

2. STATEMENT OF THE PROBLEM

In the past, the performance of police in Kenya was unsatisfactory resulting from job dissatisfaction in police officers due to poor working conditions and bad work practices (Ransley, 2009). In a bid to improve the police welfare and transform it into a respectable and professional organization, the government embarked on police reforms in 2011. The reforms were consequently adopted with the promulgation of the Constitution of Kenya (2010). The National Taskforce on Police Reforms was set up and it came up with over two hundred recommendations for reforming the Kenya police (Ransley, 2009). However, many of the anticipated reform measures are well behind schedule and in many cases it was evident that the expected transformation was yet to take place (Policing Accountability Report, 2014). The government also set up the National Police Service Commission, The Internal Affairs Unit and the Independent policing Authority to handle police and public complaints and to improve professionalism in the police sector.

However, despite measures to improve the terms of work for police officers including building more houses, leasing vehicles and a group life cover, these investments are yet to translate into quality policing as the public still remains alienated from the police and organized crime was found to be on the increase (Audit Report on Police Reforms, 2015). Ineffective retention and management strategies in an organization result in job dissatisfaction and consequently, high attrition amongst officers who leave the organization to seek greener pastures. An economic survey done in Kenya in 2014 showed that; the National Police Service lost 7.5% of its officers from 42,145 in 2013 to 39,215 in 2014. The reduction was shown to be due to retirement, death in the line of duty, sackings and natural attrition. When a key employee is not there to give his input; due to experience and expertise in decision making and problem solving, then the organizational performance level drops (James & Mathew, 2012). The UN recommends a 1:450 police to citizen ratio to effectively combat crime and maintain law and order. With a high rate of labor turnover, this ratio cannot be achieved and thus performance will be negatively affected. The decision by workers to stay in an organization has been linked with their satisfaction with retention factors (Burton, Sablynski, Mitchell 2010). Therefore, this study sought to establish the influence of employee retention practices on the performance of the APS. The researcher also found that there was a knowledge gap with regards to employee retention practices and its effect
on the performance of the APS generally. Hence these findings informed this study in order to fill the existing knowledge and literature gaps as well as to offer a reference point to future studies.

3. RESEARCH OBJECTIVES

Study objectives were:

i. To establish the effect of training and development on employee performance in Administration Police Service, Nyandarua County.

ii. To establish the effect of compensation on employee performance in Administration Police Service, Nyandarua County.

iii. To establish the effect of work environment on employee performance in Administration Police Service, Nyandarua County.

4. THEORETICAL LITERATURE

The study was guided by the Hertzberg’s, (1968) motivation- hygiene theory of job satisfaction and job embeddedness theory by (Mitchell et al., 2001).

4.1 Two Factor Theory of Motivation

According to Hertzberg, there are two needs that each employee has (motivational and hygiene needs). Motivation is defined as the act or process of giving someone a reason for doing something. Synonyms of motivation include impulse, impetus, boost, provocation, encouragement, incentive and stimulant. (Heathfield, 2013) In the hands of managers, motivation is an effective tool to inspire employees and give them inner confidence. Job dissatisfaction amongst employees and negative attitude towards work are spreading in an alarming rate globally, and law enforcement agencies are no exception to this problem. According to Hertzberg, when these two sets of needs are met, then employees will be motivated to stay in the organization. But if they are not met, those employees would leave the organization, resulting in labor turnover. Work content and the factors related to them; also known as intrinsic motivators are what make people satisfied with their work. They include: growth, achievement, advancement recognition, responsibility and interesting work. In his research, Dysvik (2010) concluded that the intrinsic motivation has the strongest direct negative relationship with turnover intention. Intrinsic motivation mainly includes motivational factors. With reference to the exiting literature, it is anticipated that there is a negative relationship between motivation and turnover intention.

Baylor (2010) also concluded that there is a negative correlation between intrinsic motivational factors and turnover intentions of the employees. Employees who are intrinsically motivated are more involved in their jobs, and demonstrate greater effort and goal attainment than those who are less intrinsically motivated. Hygiene or dissatisfies are the factors that make people unhappy with their jobs and include: organizational policies, work conditions, salary and work conditions amongst many others. These factors are context oriented unlike motivators which are content oriented. When dissatisfies are present in an organization and motivators are absent, it leads to employees quitting the organization. Motivators have a positive long term effect toward work performance and the hygiene factors have short term changes in work attitude and performance, which quickly fall back to its previous level (Loiseau, 2011).
Saraswathi (2011) defines motivation as the inclination to apply lot of effort, towards achieving organizational goals, supported by the ability of the effort to support a need of the individual. Motivator and hygiene factors occur in a police environment. An example may be police performing a particular duty to avoid the disciplinary action that comes with failure to do it. This is a hygiene factor and the motivation is to avoid the hurt involved with discipline. On the other hand, police may enthusiastically apply himself to the pursuit of stolen livestock due to the feeling of accomplishment that comes with apprehending the offender, which is a motivator factor driven by the officer’s need for personal satisfaction through achievement. It is therefore important that organizations, in their quest to retain employees come up with ways of motivating employees to stay in the organization. According to (Robbins, 2009), organizations should motivate their employees through intrinsic rather than extrinsic rewards. This will in turn improve commitment which is a key factor for high performance. This can be done through providing employees with challenging tasks, learning opportunities and giving them a sense of fulfillment. When motivating workers with rewards, the reward should be valued and accepted by worker as a reward for his performance and effort. Retention means the long-term relationship between employees and the organization. When employee retention strategies are effectively implemented, they lead to the increase in employee loyalty to the organization and reduce labor turnover cost.

4.2 Job Embeddedness Theories

According to Mitchell (2001) job embeddedness theory explains that workers will stay in an organization if the motivation offered to them satisfies or surpasses their expectations. Job embeddedness is therefore conceptualized in six ways namely: links, fit, and sacrifice between the employee and organization, and links, fit and sacrifice between the employee and the community. The aspects of community forces that determine whether employees will stay with an organization include: community (family, friends, social institutions), fit (compatibility with weather and local culture), and sacrifices (safe neighborhood, short work commutes; Such forces, especially those involving geographical relocation; can determine whether an employee will leave an organization for other alternatives, particularly if a person actively participates in community organizations (e.g., church leadership) or has a working partner or children in school (Hom, 2012). Organizational forces include links (with coworkers, supervisors, and clients), fit (with the organizational values, personal values, talents and skills) and sacrifices (retirement benefits, health insurance, educational benefits).

Job embeddedness determines a worker’s decision to stay or exit the organization. If an employee is embedded in his work, chances of leaving his organization are slim and this in turn ensures a positive influence on performance. Employees develop connections with both their work mates and the communities they work in or serve, during and off work. Organizations should therefore strive to have their employees to be job embedded which will help in retention since such employees will be less likely to leave the organization. Research provides evidence of a significant negative relationship between employees’ turnover intention and their job embeddedness (Burton, Holtom, Sablyniski, Mitchell & Lee 2010). Human Resource departments should enhance job embeddedness within their organizations through links, fit and sacrifice. Link through; improving employee interrelations (Bowman, 2009) in form of; mentorship, fostering team work and togetherness. Employees who have good relations with other employees report more difficulty in exiting their organizations. The fit dimension is the suitability of the worker to...
his job and work place, his values and those of the organization. Organizations should select employees who are best suited to their organizations through giving clear communication about the organization’s values and giving realistic job previews.

Moreover, workers are usually happy to find jobs that match their goals and values (fit) and that offer attractive perks (sacrifice) (Ng & Feldman 2009, 2010). The human resource department should see to it that worker’s career expectation, individual values and future plans fit with those of the organization in order to embed them to the organization, and in the process increasing performance. Another dimension of job embeddedness’s sacrifice. Organizations should provide competitive and attractive benefits such as comprehensive insurance, retirement packages and good pay amongst others. The employee will feel a loss when he decides to leave the organization as he will lose them. Therefore this will serve to embed the employee to his job and discourage him from leaving. Job embeddedness is beneficial to both the employee and the organization considering that labor turnover is costly especially if it involves replacing highly talented and trained employees or workers who cannot easily pass their skills to those replacing them (Johnson, Sachau & Englert 2010).

5. CONCEPTUAL FRAMEWORK
The independent variables corresponding to employee retention practices were measured using three constructs namely: training and development, which was determined through recruitment and selection and career advancement opportunities, Work environment was determined through supervisor support and relationship and availability of resources, Compensation was determined through salaries and incentives. The dependent variable, organizational performance, was measured through reduction of serious crimes and reduced response time to distress calls and emergencies.

Employee Retention Strategies

Training and Development
-Recruitment and Selection
-Career Enhancement
Opportunities

Work Environment
-Supervisor support and relationship
-Availability of resources

Compensation
-Salaries
-Incentives

Employee Performance
-Reduction in number of Serious Crimes
-Reduced Response Time for incidents and emergencies

Figure 4.1: Conceptual framework for employee retention and organizational performance
6. RESEARCH METHODOLOGY

This research used descriptive research design. Descriptive survey was conducted through the use of questionnaires which were administered to the respondents. According to Njoroge, Muathe and Bula (2015), descriptive design allowed for the gathering of in depth information in an unchanged environment. This design was also used to answer the research variables without manipulating them. The study was conducted on the employees of the APS of Nyandarua County. The target population for this study was six hundred and seventy three (673) Administration Police Officers from the seven sub counties within Nyandarua County namely Nyandarua north, Nyandarua west, Mirangine, Nyandarua central, kipipiri, Nyandarua south and Kinangop sub counties. The researcher collected quantitative primary data through questionnaires. The questionnaire was designed on a five-point Likert scale where “strongly agree = 5; Agree = 4; No idea = 3; Disagree = 2; and strongly disagree = 1.” The questionnaire was divided into two parts: Part A was asking for demographic details; Part B focused on specific questions designed by the researcher to address specific research objectives. Document review was also used to collect secondary data. The researcher received completed questionnaires, coded and edited them as necessary. Data analysis was be done by use of SPSS Version 21. Descriptive statistics was used to compute the maximum, minimum, frequencies, means, percentage and standard deviation. Inferential statistics, multiple regression analysis, was used to establish the relationship between dependent and independent variables. Regression analysis is useful in identifying the relationship between two or more quantitative variables (Guarav, 2011).

7. RESULTS

Inferential statistics was conducted in this study with a focus on regression analysis in order for the relationship between the study variables to be established. In this section, the regression analysis results as computed using SPSS version 21 are presented. Regression analysis was useful in establishing the effect of employee retention practices on the performance of police officers in Nyandarua County.

Table 1: Regression results of Employee retention practices and employee performance in Nyandarua County APS

<table>
<thead>
<tr>
<th>Goodness of fit</th>
<th>Test statistics</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>R Square</td>
<td>0.7013</td>
<td></td>
</tr>
<tr>
<td>F-statistics</td>
<td>49.31</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

**Dependent Variable: performance**

**Predictors: (Constant), Compensation, Work Environment, Training and development**

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>T-statistics</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-3.265326</td>
<td>-1.61</td>
</tr>
<tr>
<td>Compensation</td>
<td>.2175208</td>
<td>3.77</td>
</tr>
<tr>
<td>Work Environment</td>
<td>.4018455</td>
<td>5.46</td>
</tr>
</tbody>
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The results in Table 1 below indicate that the \( R^2 \) is 0.7013, indicating that a combination of all the Employee retention practices accounted for 70.13\% of the variability in the employee performance in Nyandarua County APS, while the rest is explained by factors not included in the model. The F-statistics value is 49.31 and \( P \) is 0.0000 < 0.05. These results show that compensation, work environment and training and development are jointly significant in explaining the variations in the employee performance in the APS, Nyandarua County at 5% significance level. The regression coefficient results as shown in Table 1 indicate the extent to which the employees’ retention practices predict employee performance in Nyandarua County.

| Training and development | 0.2185945 | 3.78 | 0.000 |

Using these regression coefficient results, the overall multiple linear regression model can be written as; \( Y = -3.265326 + 0.2185945X_1 + 0.2175208X_2 + 0.4018455X_3 + \varepsilon \).

The beta coefficients for \( X_1 \), \( X_2 \) and \( X_4 \) measure the number of units that each component of the employee retention practices lead to a corresponding 1 unit increase in the employee performance in the Nyandarua County APS. Training and development is positive but not significant at 0.2185945 and \( P \) value = 0.0000 < 0.05. From this function, the first research objective: “To establish the effect of training and development on employee performance in Administration Police Service Nyandarua County.” can be addressed from the beta values. The coefficient value of 0.218594 means that for every 0.2185945 unit of use of employee training and development practices, lead to a corresponding 1 unit increase in employee performance in APS Nyandarua County. This further implies that there is a positive and significant relationship between training and development practices and the employee performance in APS Nyandarua County. These findings concur with the study by Ransley, (2009) who found that Career progression opportunities in terms of training and development are relevant in raising police standards to the expectation of the public.

It is further observed from Table 4.6 that employee compensation is positive and significant at 0.2175208 and \( P \) value = 0.0000 < 0.05. From this, the second research objective; “To find out the effect of compensation on employee performance in Administration Police Service Nyandarua County” can be explained. The beta coefficient value of 0.2175208 means that for every 0.2175208 unit of use of compensation practices, lead to a corresponding 1 unit increase in employee performance in APS Nyandarua County. This also implies that there is a positive and significant association between compensation and the employee performance of the APS Nyandarua County. These results agree with those of Muhammad and Mohsin (2011) and Vecchio and Wagner (2010), who noted that employee compensation, contributed greatly and had significant effects on employee performance. From Table 1, the work environment coefficient is positive and significant at 0.4018455 and \( P \) value = 0.0000 < 0.05. These values help in answering the third research objective; “To examine the effect of work environment on employee performance in Administration Police Service, Nyandarua County.” The beta coefficient value of 0.4018455 means that for every 0.4018455 unit of improvement of work environment conditions, lead to a corresponding 1 unit increase in the employee performance in APS, Nyandarua County implying that there is a positive and significant relationship. These results support the sentiments by Were (2013) that endemic corruption, lack of motivation, cases of unprofessional conduct, insufficient protective gear and unsatisfactory conditions of work,
experienced in the police service is the reason for inability to contain crime effectively. As a result, he recommended an improvement in the conditions of work in order to improve police efficiency in their execution of work.

8. CONCLUSION

The aim of employee performance is to increase organizational effectiveness and efficiency; and in the case of a law enforcement organization, performance supports the organization’s ability to combat crime. In this study, the researcher sought to examine the influence of employee retention practices on the performance of the employees of the APS, Nyandarua County. The results of the regression analysis shows that a combination of all the employee retention practices was successful and viable as their presence accounted for the performance of the APS of Nyandarua County. Training and development practices that included recruitment and selection and career enhancement opportunities have a positive and significant relationship with the performance of employees of the APS, Nyandarua County. Compensation practices that included salaries and incentives, have a positive and significant relationship with employee performance in the APS of Nyandarua County. Work environment practices that included supervisor support and relationship and availability of resources had a positive and significant relationship with the performance of the employees of the APS of Nyandarua County.

9. RECOMMENDATIONS

The recommendations made below are based on the findings and conclusions of this study, as the results indicated that the practices mentioned below have a positive and significant relationship with employee performance. The APS should improve the work environment of police officers by increasing supervisor relationship and support toward police officers. Conditions of work for the police should be improved by providing adequate resources and facilities such as proper housing and proper protective gear. The APS should raise the pay and incentives to match the risks involved with the job and also to match those of other security agencies so as to boost the morale and raise police performance. The APS should adopt and implement policies regarding training and development and career enhancement opportunities to give a fair and credible chance for career advancement amongst officers as this will improve their performance.

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